

B-2-a. Policy: Cooperate with Fresno County, Madera County, the City of Clovis and other cities and special districts to:

- optimize resource management (water, air, agricultural land, etc.).
- develop a regional justice system program to meet future needs of the justice system, both adult and juvenile, including the courts, probation, and sheriff.
- develop a regional public health program to meet future needs including community, environmental and mental health services.
- develop a regional program to meet future library, recreational and social service needs.
- develop a multi-jurisdictional impact analysis and financial plan to ensure that significant changes in the level of services provided by one agency does not adversely impact another local agency.

B-2-b. Policy: Cooperate with Fresno County, Madera County, the City of Clovis, other cities and special districts to develop a regional approach to economic development which:

- achieves jobs/housing balance where the number of job opportunities match the availability and cost of housing.
- identifies regional economic development programs designed to create jobs and provide cost-effective incentives to assist business development of regional significance.
- promotes an agricultural-industrial synergy that will enable all agricultural products to be fully prepared and processed locally.

B-2-c. Policy: Eliminate duplication and promote cost-efficiency in the provision of public services by annexation of unincorporated county islands within the City of Fresno Sphere of Influence.

B-3. OBJECTIVE: Support the policies and programs adopted by the special districts within the Fresno metropolitan area which are consistent with the Fresno General Plan goals and objectives.

B-3-a. Policy: Coordinate planning and development project reviews with relevant agencies or special districts to ensure consistency with Fresno General Plan policies and programs.

C. URBAN FORM ELEMENT

Challenges

The proposed 2025 Fresno General Plan continues the goal of its unadopted predecessor, the Fresno 2000 General Plan, to accommodate a population of 725,000 people within the city's existing urban boundary established by the 1983 Joint Planning Resolution and the 1984 Fresno General Plan.

However, two growth areas are proposed to the north and southeast of the presently adopted planned urban boundary to accommodate the additional 65,000 people projected through the year 2025. However, development within the proposed North Growth Area (10,000 population holding capacity) and Southeast Growth Area (55,000 population growth capacity) would be subject to compliance with numerous planning and urban development management measures established by the proposed 2025 Fresno General Plan (see Exhibit 1).

The 2025 Fresno General Plan continues to pursue the vision of the proposed Fresno 2000 General Plan to maximize the efficient use of land and resources through enhanced residential development together with expanded employment and economic opportunity within the established communities of the metropolitan area. The guiding plan concept of increasing the metropolitan area's overall population density presented by the draft 2000 Plan (8.7 persons per acre) will be reinforced by the 2025 Plan, even though moderate opportunity for expansion of the Fresno urban boundary would be provided to the north and southeast. Additionally, the 2025 Plan responds to earlier concerns expressed by the planning commission and city council that consideration be given to reducing the intensity of planned urban development within the westernmost and easternmost fringes of the metropolitan area. Although the 2025 Plan responds to these concerns, it also more emphatically supports the strategy of establishing additional population capacity with enhanced quality of life features within the centralmost portions of the metropolitan area. It is estimated that this strategy will redistribute a project population of approximately 10,000 people from the westernmost and easternmost fringes to the central portions of the metropolitan area.

Revitalization and enhancement of the established urban core will continue to be the major focal point of the plan's vision. This vision will be supported by a strategy to balance the metropolitan area around the city's central area and traditional downtown, and establishment of a linkage fee that will require development projects on the urban fringe to participate in physical enhancements of the core communities which benefit the entire metropolitan area. The multiple activity centers urban form concept, utilizing appropriate clustering of higher intensity or mixed-use development and the mid-rise/high-rise corridor intensification concept, are also supported by this plan.

Central to the Urban Form Element are the principles and strategies embodied within the "Landscape of Choice," (Appendix A) a policy document prepared by the Fresno Growth Alternatives Alliance and endorsed by the city council. The guiding principles of the "Landscape of Choice" encourage efficient use of urban land while providing a broad range of housing types and densities; create a framework for the future that is transit-based rather than automobile oriented; and protect productive farmland in a way that achieves meaningful policy.

Direction

1. Land Use/Sphere of Influence. The sphere of influence (SOI) is established by the Local Agency Formation Commission (LAFCO) following consultation with and joint approval by Fresno County and the City of Clovis. The SOI is generally recognized as the 20-year urban growth boundary for the community, is the primary tool to regulate ultimate growth and growth direction, and provides the basis for public facility planning. Fresno's current SOI was established following adoption of the 1984 General Plan (see Exhibit 1). To accommodate projected population growth, a moderate expansion of the SOI is proposed to the north and southeast (approximately 20 square miles). However, additional population growth will necessarily occur within the following nine

community plan areas: Central Area Community; Edison Community; Roosevelt Community; McLane Community; Fresno-High Roeding Community; Hoover Community; Woodward Park Community; Bullard Community; and the West Area Community (see Exhibit 2). The character and quality of life must be maintained within each community plan area in keeping with overall general plan goals and direction.

2. Land Use/Intensity Corridors. A significant component of the general plan urban form concept is a mid-rise/high-rise corridor along Freeway 41. This corridor concept reinforces and expands the mid-rise/high-rise building strategy of the 1984 General Plan by promoting a highly urbanized and more cosmopolitan alternative living environment. It is anticipated that intensified multiple-story mixed-use development in the corridor will accommodate a population of 60,000 people within the coming decades. The nine-mile long Freeway 41 mid-rise/high-rise corridor is anchored by the traditional Central Business District on the south and the Riverpark Business Center on the north. High-rise buildings, defined as structures exceeding 10 stories or 150 feet in height, are limited to the Central Business District. Mid-rise buildings, which may range from five to ten stories but not exceed 150 feet in height, are permitted within the entire corridor (see Exhibit 6).

A design concept with potential to implement the mid-rise/high-rise corridor is the pedestrian pocket, defined as a balanced, mixed-use area within a five minute walking radius of a transit station. The pedestrian pocket houses approximately 5,000 people with jobs for 3,000 on no more than 100 acres. Mathematically, approximately 10 to 12 pedestrian pockets would be needed along the Freeway 41 corridor to accommodate the target population of 60,000. Land uses within this 100-acre district include housing, retail, offices, day care, and open space/recreation. Up to 2,000 units of housing and one million square feet of office space can be accommodated using typical residential densities and four-story office configurations. Housing types are of moderately high density such as three story walk-up apartments and two story townhouses. If justified, taller residential and commercial buildings could be built at subsequent stages of development.

Initially, pedestrian pockets can be developed with Fresno Area Express as the only mass transit support. As clusters mature, other transit options, including light rail, can be explored. The development of this land-use pattern is not dependent on expensive unproven transportation modes. The system is designed to support many modes. This smaller scale makes it possible to phase in high technology transportation as it becomes available and affordable in the 21st century.

3. Land Use/Activity Centers. The 1984 General Plan was based on the concept of multiple community centers located strategically in the metropolitan area. The community center provides commercial uses, employment centers, higher density residential development, and a complete range of supporting social and cultural facilities to the surrounding urban area. The designated community centers also provide pedestrian and transit linkages and become a focal point for community activities (see Exhibit 6). The 2025 General Plan retains the multiple centers and supports their continued development and maturity, reinforced by other planning concepts such as mixed use and intensification.

4. Land Use/Centre City. The health of the Centre City is important to the Fresno metropolitan area due to the functions which it performs for the community and the long-range investment which it represents. The City Council, upon initiation of this 2025 General Plan update on April 3, 2001, proposed a policy that would define the Centre City as the area bounded by

Ashlan, Chestnut, Jensen and West/Freeway 99. This includes the Central Area Community Plan as well as the city's traditional downtown. As a city's older areas continue to age, the conservation and revitalization of older existing areas becomes more and more important in maintaining a healthy, safe environment, and avoiding the stagnation and eventual decay of many older cities. This requires an efficient and effective revitalization program with strategies to ensure the protection and rejuvenation of the downtown.

Elements of a revitalization strategy include policy and direction for the long-term; an effective geographic base which encompasses the extent of related land use types and neighborhood problem areas; a flexible program with both sound base resources for long-term economic development and innovative financing capabilities for short-term impact; and a comprehensive implementation process with a full range of activities such as marketing, land assembly, site preparation and disposition, rehabilitation and construction incentives, as well as participation by property owners and citizens. The implementation approach seeks a balance between new construction, rehabilitation, historic preservation, and owner participation. It places emphasis on protecting key investments and attracting compatible uses with mutually reinforcing market functions.

5. Land Use/Mixed Uses. Members of the community have stressed their interest in mixing residential uses with commercial and office uses. Policies were placed in the 1984 General Plan, the Central Area Community Plan, and the Tower District Specific Plan to facilitate this mixing. In spite of this expressed interest, very few real projects have proceeded. The process, including implementing codes, needs refinement in order to make the mixed use development process simple and straightforward enough for the typical developer to use.

6. Land Use/Residential. For most Fresno residents, daily focus is at the neighborhood level that includes safe, well-maintained, well-designed neighborhoods and affordable housing. This is true both for those who live in established neighborhoods and for those who seek a new home. City government has major responsibility for planning land use and setting development standards that allow Fresnoans to attain these objectives.

Residential land use is the most dominant land use in the metropolitan area, accounting for 33 percent of all land area within the Fresno sphere of influence. It is the place where houses are built, neighborhoods are formed, and people live. Over thirty thousand acres has been developed for residential neighborhoods of varying densities. The residential component of the Urban Form Element stipulates how declining residential neighborhoods can be stabilized, preserved, and rebuilt; how developing neighborhoods and other land uses can be compatible and supportive to one another, and how undeveloped land should be set aside to accommodate future housing needs.

The quality of life in a community is closely tied to the quality of its neighborhoods in both established and developing areas. The importance of housing and neighborhood quality is illustrated by the large number of general plan goals that in some way relate to it.

7. Land Use/Commercial. The quality of life in the city depends not only on having affordable housing and nice neighborhoods in which to live, it requires commercial developments for the provision of goods and services and for employment opportunities. Commercial uses should be strategically located such that they are easily accessible and most convenient to the population they serve. Also, these developments must avoid adverse effects on nearby residential areas.

Commercial land use accounts for 3.9 percent or 3,521 acres of the 90,400 acres of land within the existing Fresno sphere of influence. The commercial land use topic discusses how land use should be allocated to provide goods and services in the most efficient and effective manner. The location of various types of commercial uses will also determine trip distribution, traffic volumes, street congestion levels, and resultant air quality. The commercial land use allocation and development policy, when implemented in concert with other plan elements, will realize many general plan goals.

8. Land Use/Industrial. Within the existing general plan area, there are approximately 5,600 acres of developed industrial land and an additional 6,700 acres of vacant land designated for industrial uses. Industrial uses represent an important part of a community's economic base. The majority of goods produced by industrial firms are exported out of the community, bringing outside income which creates a multiplier effect in the local economy. To develop and sustain an economically viable community, the industrial sector must be provided with a healthy environment conducive to economic growth.

To be consistent with general plan goals, industrial areas must be accessible to a convenient transportation network available for shipment of raw materials and manufactured products. Industrial firms must be located on suitable sites which enhance their competitive position and allow further expansion. Finally, industrial firms should not create adverse effects on neighboring uses.

One problem which has become apparent is the use of the "C-M" zone district (Commercial and Light Manufacturing) in planned industrial areas for wholesale and retail commercial uses. The "C-M" district provides for retail and wholesale sales, light manufacturing and warehousing, distributing and storage. The district also provides a close relationship between warehousing distribution and retail sales. The "C-M" district is more flexible in both the range of commercial, industrial and service uses allowed and the standards for development than any of the city's other commercial zone districts.

As exemplified by development on W. Shaw Avenue near Freeway 99, the "C-M" district has become a strong competitor to the city's "C-3," Regional Shopping Center District, and "C-6," Heavy Commercial District. It is a district in which big-box retail uses can develop without meeting standards for unified design, parking lot shading, or master sign control beyond their individual project. Buildings can be built up to 75 feet in height with little or no architectural design control. It is important that permitted uses and development standards in the "C-M" district be reviewed and strengthened.

9. Land Use/Public Facilities and Institutions. Public, quasi-public and private institutional uses may include governmental administration or service centers, medical or convalescent hospitals, religious organizations, fraternal or service clubs, large day care centers, libraries, and other types of public or private uses that serve the public. These facilities may also include schools which are more specifically addressed in the Public Facilities Element.

Although the Central Area is the appropriate location for most major governmental facilities, several large facilities have been located in more suburban settings. Throughout the city, large institutional uses are located close to residential neighborhoods where they contribute to positive community identity but also generate objectionable impacts on surrounding neighborhoods. Such uses include

the Internal Revenue Service Data Processing Center, California State University Fresno, and the Fresno Fairgrounds.

In the past, planning guidelines and zoning ordinance provisions have been quite permissive in allowing public and private institutional uses in many areas of the community. However, these facilities have the potential to generate significant levels of noise, traffic, air pollution, and other neighborhood nuisances. Local and major street systems have been modified, neighborhood circulation systems disrupted, and residential areas disturbed as a direct result of the lack of long-term planning for these institutional uses. As a result of real and potential conflicts between institutional uses and surrounding land uses, institutional uses have been more specifically addressed by the general plan update.

10. Land Use/Infill Development. Revitalization and reuse of bypassed, abandoned and/or vacant parcels of land in the established communities and neighborhoods of Fresno has been of continuing concern as related to the overall vitality and health of the entire city. It is widely recognized by the business community, elected officials and citizens of this city that a vibrant urban core is essential to the continued social and economic success of a large city such as Fresno. A key component to a healthy urban core is a solid, thriving housing component. To this end, in September, 1999, the Center City Development Committee was organized as a joint partnership between government organizations and private businesses in order to research and provide recommendations on infill housing in the inner city area of Fresno. The targeted inner city area (Center City) to be reviewed by the committee included the area bounded by Chestnut Avenue on the east, Dakota Avenue on the north, California Avenue on the south and West Avenue/Freeway 99 on the west.

The mission of the committee was to identify opportunities in the targeted area, including areas needing home rehabilitation, revitalizing underutilized property, identifying single lots, and potential areas for a variety of residential developments and appropriate schools, parks, and services. The Committee was also to identify areas that need infrastructure improvement. Identifying interested participants and assisting them in finding public and private financing for these developments and identifying services and amenities that can be added or expanded to increase the desirability of the inner city area was also pursued. The Committee was also to monitor at least one inner city project and prepare a written report to the Mayor, City Council and other interested groups of the Committee's findings.

The committee's report, presented to the City Council on April 25, 2000, concluded that the City of Fresno is at a turning point in its growth and development. Most important, there must be strong investment in the redevelopment of those parts of Fresno that are aging and deteriorating. New markets for housing and commerce must be created in the Center City in order to continue and enhance downtown.

Both public and private agencies and resources should be concentrated in order to rehabilitate and construct housing along with programs to encourage better education, higher incomes and homeownership. Partnerships among financial institutions, businesses, developers, schools, churches, agencies, police, government and especially neighborhood people and their institutions must be strengthened. Through these partnerships, investment can be made in the people and institutions of Center City neighborhoods so that many people are vying to live and work there.

There is a major role for the Redevelopment Agency. The assets that belong to these neighborhoods are not merely material (the fine old homes, school buildings, parks and location) or financial (income and the value of homes), but also social and political. Each of these capitals must be expanded to revitalize the Center City of Fresno, including its downtown, so that Fresno can reach its destiny as the capitol of the San Joaquin Valley.

11. Image/Gateways and Streetscapes. Many major streets and highways provide entry into the metropolitan area. Particular focal points along these streets give visitors their first impression of Fresno. It is important that certain thematic design measures be applied to these gateways to enhance the image of the Fresno metropolitan area. An example of an unenhanced Fresno entryway exists near the Southern Pacific Railroad Track and Shaw Avenue.

Streetscape is the image of the city along a given street. This image is composed of an array of objects and elements visible to the public, from tall buildings, monuments, and landmarks to trees, shrubbery, traffic signs, signals, and street furniture. The change in streetscape from community to community helps to define the character and the identity of each community, and create a sense of place.

12. Image/Site and Building Design. Urban design has not been a major planning consideration in the past although a number of planning studies, including the Civic Center Master Plan and the Gruen Conceptual Plan, attempted to balance pedestrian and vehicular needs and to provide a continuity of architecture in the downtown. In the simplest terms, urban design involves the careful placement of structures, objects, streets and highways, open spaces, parks, plazas, as well as landscaping to create landmarks (nodes), neighborhoods and areas of special interests (Central Business District; industrial, office, education and employment centers; and Civic Center), and the treatment of linkages (major streets, roads, and highways; gateways, beltways, and pedestrian malls).

Typically, the first visual impression one experiences of the urban area is the building skyline appearance of its mid- to high-rise buildings and the various images that this collective building mass conveys to viewers, especially freeway motorists. The overall building mass can convey either a strong sense of visual order and economic strength or an image of urban neglect, disorder, and economic decay.

Commercial development plays an important role in shaping neighborhood life and is a key issue in urban design. A most noticeable problem is imbalance in the distribution of commercial development among existing communities. While there is an abundance of commercial uses on the developing fringe, older communities are left with little shopping opportunity. This distribution of commercial facilities results in problems not only for communities like Edison and Roosevelt, it creates problems for outlying communities.

Citizens from all over the metropolitan area travel to the northern communities to shop and work. Congestion, noise, and air pollution along heavily traveled commercial corridors results, as well as visual pollution and incompatible interface with residential neighborhoods.

The city has attempted to correct this problem by encouraging more commercial development in the southeast and southwest in the inner city. However, the development pattern in Fresno is market

driven and the city is often limited in influencing market trends. Another design issue relating to commercial facilities is visual image. Most newer shopping centers are designed for automobiles with little regard to the pedestrian. Huge box-like commercial buildings with no display windows are separated from the sidewalk and the pedestrian by a large parking lot. The architectural design of the building is often plain, uninteresting, and utilitarian.

Metal Building Standards. As the placement of metal buildings has become more and more common within the city, the need for design criteria to govern their scale, form and texture has also become more apparent. Although these buildings have most often been placed in industrial areas, it is noted that general plan objectives and policies apply not only to metal buildings placed in such areas but also to those placed in commercial areas and residential neighborhoods as well.

13. Image/Community Maintenance and Beautification. Older neighborhoods in the community often suffer from blight and deterioration, including substandard housing conditions, litter, and graffiti. Neighborhood deterioration is caused by a combination of factors including age, lack of investment, absentee ownership, crime and gang activity, code enforcement issues, and the need for public infrastructure. A comprehensive maintenance and beautification policy would combine proactive housing and zoning code enforcement and neighborhood clean-up programs with incentives for improvement and investment.

Relationship to General Plan Goals

The Urban Form Element formulates a number of objectives, policies, and implementation actions to strengthen the city's urban form and design. It promotes many of the community goals established by the general plan and has particular relevance to the following:

- Goal 1. Enhance the quality of life for the citizens of Fresno and plan for the projected population within the moderately expanded Fresno urban boundary in a manner which will respect physical, environmental, fiscal, economic, and social issues.
- Goal 3. Preserve and revitalize neighborhoods, the downtown, and historical resources.
- Goal 5. Support the Growth Alternatives Alliance "Landscape of Choice-Principles and Strategies" as based upon the Ahwahnee Group Principles.
- Goal 6. Coordinate land uses and circulation systems to promote a viable and integrated multi-modal transportation network.
- Goal 8. Provide opportunity for a variety of affordable housing throughout the Metropolitan Area.
- Goal 9. Provide activity centers and intensity corridors within plan areas to create a mix of land uses and amenities to foster community identity and reduce travel.
- Goal 12. Develop urban design strategies to improve Fresno's visual image and enhance its form and function.
- Goal 17. Encourage fiscal and local agency planning policies that will assist in the annexation of unincorporated county islands within the City of Fresno sphere of influence.

Land Use/Sphere of Influence

C-1. OBJECTIVE: Establish a comprehensive planning strategy to achieve the efficient and equitable use of resources; to provide for the optimum level of public facilities and services; and to realize an attractive and desirable living environment within the City of Fresno's moderately expanded sphere of influence and planned urban boundary.

C-1-a. Policy: Support and pursue all reasonable efforts to include within the City of Fresno's incorporated boundaries the entire area contained within its present urban boundary and ultimately within the expanded urban boundary.

- Advocate appropriate Local Agency Formation Commission (LAFCO) policy changes and state legislative measures to facilitate the processing and successful completion of inhabited annexations.
- Advocate appropriate LAFCO policy changes to facilitate annexation of uninhabited areas within the City of Fresno's urban sphere, prior to the submission of development entitlement applications, in order to ensure the implementation of the city's general plan strategies in a comprehensive and consistent manner, and to permit the development of industrial parks that are supported by developed infrastructure and readily available for the development timelines of new businesses.

C-1-b. Policy: Ensure that all portions of the metropolitan area receive a consistent and comparable level of public services and facilities; participate equitably in the cost of providing public services and facilities; and have equal access to the decision making processes that govern the quality of services and facilities enjoyed by the community.

- Insist that all new development (any permit for a new dwelling or commercial/industrial structure) within any unincorporated portion of the urban boundary be required to comply with all City of Fresno's development standards and policies.
- Insist that the County of Fresno adopt planning policies and development procedures that support the effort of the general plan update to efficiently use land and resources by prohibiting inconsistent or substandard development of property within the city's sphere of influence.

C-2. OBJECTIVE: Establish a comprehensive general plan that provides for an optimal arrangement of land uses, transportation systems, public facilities and other physical features; that defines the character and quality of life desired within the metropolitan area; and that identifies the guiding principles to determine appropriate development, revitalization and preservation actions within the nine community plan areas consistent with

a planning framework of managed peripheral growth, increased economic opportunities and redirected emphasis toward multiple activity centers and a high intensity central corridor.

C-2-a. Policy: The general plan adopted exhibits and maps, goals, objectives and policies will apply to the City of Fresno's entire planned urban area as identified by Exhibit 1. Adopted community plans and specific plans (which may include redevelopment plans-Appendix D) will remain in effect and will remain the governing plan for purposes of plan consistency, in accordance with the provisions of the Local Planning and Procedures Ordinance (Fresno Municipal Code Chapter 12, Article 6) and Table 2 of this general plan, except as amended by subsequent plan amendment and/or the provisions of this general plan as noted in the following policies and pursuant to the resolution of the City Council adopting the 2025 Fresno General Plan.

C-2-b. Policy: The plan maps and exhibits of the eight adopted community plans (Central Area, Edison, Roosevelt, McLane, Hoover, Woodward Park, Bullard, Fresno High) are hereby amended (Exhibits 5-A through 5-D) and the West Area Community Plan map and Appendix W are hereby adopted as depicted by the following exhibits of the 2025 Fresno General Plan.

Land Use and Circulation Map	Exhibit 4
Urban Form Components Map	Exhibit 6
Transportation Element Map (Streets and Highways)	Exhibit 7
Multi-Purpose Trails Plan Map	Exhibit 9

C-2-c. Policy: Promote the Central Area Community Plan (first adopted 1989) consistent with the 2025 General Plan objectives and policies to enhance its role as the focal point of regional governmental, entertainment, civic and business activities with supporting commercial uses and substantially increased residential opportunities to achieve a pleasing, vibrant and active cosmopolitan environment.

- Implement all appropriate measures to ensure that substantial governmental, civic and entertainment facilities are located within the Central Area Community Plan.
- Pursue all appropriate strategies to stimulate new office, commercial, and residential development within the Central Area Community Plan including the new or innovative measures and funding sources to provide facilities and amenities necessary to attract a broad range of residents.

C-2-d. Policy: Enhance the living environment within the Edison Community Plan Area (first adopted 1974) by pursuing objectives and policies as amended by the 2025 General Plan to attract a range of uses, facilities, and demographic characteristics found within more recently developed portions of the metropolitan area.

- Provide a major recreational feature utilizing the city's stabilized and environmentally remediated landfill site.
- Provide for additional employment opportunities and economic well-being within appropriately sited and designed commercial and industrial development (including the area adjacent to the remediated landfill site) and the prioritizing of regional transportation funds to complete State Route 180 (west) freeway/expressway improvements.
- Seek to focus governmental and private sector resources to achieve demographic diversity by assisting the development of new residential development and the rehabilitation of existing neighborhoods to serve a broader household income range.

C-2-e. Policy: Reinforce the Roosevelt Community Plan (update adopted 1992) strategies as amended by the 2025 General Plan objectives and policies to sustain its many desirable community features and use its substantial growth potential (land area, transportation, sewer collection, water, and natural resource capacities) to accommodate projected population growth and economic development within a pleasing and desirable environment.

- Apply development standards and design strategies to accommodate expanded and appropriately intensified residential development within the eastern quadrant of the community that ensure existing neighborhoods are respected and enhanced.
- Aggressively promote economic growth through (1) redevelopment of existing poorly designed and maintained commercial/industrial areas that do not presently provide adequate land use buffers, (2) development of new commercial and industrial uses in the southern and eastern sectors of the community, and (3) assure that regional transportation funds are utilized to complete regionally important facilities such as State Route 180 (east) freeway/expressway.
- Utilize innovative strategies to establish appropriately located mixed use developments such as the area east of the Clovis Avenue and north of Kings Canyon Avenue that might include retail commercial/entertainment, business/industrial, residential and public facility activities within an aesthetically pleasing and healthful environment.

C-2-f. Policy: Pursue the 2025 General Plan goals, objectives and policies as they amend the McLane Community Plan (first adopted 1978) to strengthen existing neighborhoods, encourage development of underutilized and bypassed properties, and facilitate appropriately intensified residential and industrial development within its eastern quadrant.

- Fully utilize the community's location and resource attributes of transportation (major commercial airport, freeways, major thoroughfare, railroad spur track), groundwater quantity and availability of raw land to accommodate efficient and attractive industrial and residential growth.
- Allow a broader range and intensity of development, including expansion of industrial and residential uses, within the plan's easternmost sector.

C-2-g. Policy: Implement the provisions of the Hoover Community Plan (first adopted 1976) as amended by the 2025 General Plan objectives and policies to maintain and enhance facilities and services necessary to support critical community assets including a state university campus, major medical facilities, major regional shopping center and a well-maintained and moderately priced housing supply.

- Continue to provide necessary neighborhood services, such as enforcement of zoning code and other property maintenance standards and community participation programs, to sustain healthy and attractive neighborhoods surrounding these regionally significant community assets.

C-2-h. Policy: Manage the development of the area within the Woodward Park Community Plan (update adopted 1989) consistent with objectives and policies as amended by the 2025 General Plan, including the area previously identified as agriculture/urban reserve, in a manner that ensures that its noteworthy quality and desirability is maintained and reinforced.

- Apply all appropriate development standards, including urban growth management policies necessary to ensure the timely provision of adequate public facilities and services.
- Allow for a broader range, distribution and moderately increased intensity of development at appropriate locations including the plan's northern and easternmost sectors.

C-2-i. Policy: Facilitate and promote a range of land uses and intensities, including innovative transportation oriented mixed use development, within the area of the Bullard Community Plan (update adopted 1988) consistent with the amending objectives and policies of the 2025 General Plan, while sustaining the area's highly regarded characteristics of neighborhood integrity, aesthetic appeal and economic stability.

- Ensure that the highly diverse components of this community (ranging from very expensive residential estates to moderately priced residences or from exclusive specialty retail to high volume discount merchandisers) are effectively integrated with appropriate design, and adequately served by the full range of public facilities and services.

- Pursue inter-agency strategies to provide transportation and circulation improvements such as Herndon Avenue capacity enhancements, railroad consolidation and major street crossing grade separations.

C-2-j. Policy: Intensify efforts to preserve or enhance established neighborhoods and fully utilize land and resources readily available for new development within the area of the Fresno High/Roeding Community Plan (first adopted 1975) consistent with the amending goals and policies of the 2025 General Plan.

- Implement policies and standards to accommodate the full range of urban uses consistent with the areas unique advantages and characteristics (proximity to downtown, walkable neighborhoods, strong historical and architectural features, educational institutions).
- Pursue all available strategies to establish critical public facilities such as the Shields Avenue overpass of Freeway 99 and the Union Pacific railroad and to address circulation and mobility issues with a multi-model transportation approach that takes advantage of walkable neighborhoods.
- Continue to identify and implement focused strategies, such as the Tower District Specific Plan, that address the particular needs or issues of unique neighborhoods.

C-2-k. Policy: Establish a comprehensive planning strategy for the West Area Community Plan area (Appendix W) to support an emerging urban community within an area that has been historically subjected to inconsistent planning and development policies as an unincorporated semi-rural component of the metropolitan area.

- Optimize the efficient utilization of available land area and resources within a constrained urban boundary by supporting development of remaining agricultural lands and providing for moderate density or intensity increases of planned urban uses.
- Implement the planned uses, objectives and policies to establish a full range and intensity of urban uses with the appropriate design and land use compatibility measures.
- Pursue all available strategies to establish critical public facilities such as the Grantland Avenue diagonal super-arterial and its interchange with Freeway 99.

C-2-l. Policy: Manage urban development to enhance the vitality, appeal, and value of the entire metropolitan area by establishing a linkage impact fee applicable to new development located on the city's fringe that will contribute to the construction of appropriate urban infrastructure improvements within the established urban core communities comparable to those constructed within the city's fringe areas.

C-2-m. Policy: Development of the North Growth Area (Exhibit 1), bound by Copper Avenue, Willow Avenue, Little Dry Creek, and the San Joaquin River, will not proceed unless it is determined that any long-term adverse water impacts upon the Fresno and Clovis metropolitan areas have been mitigated.

- Obtain approval of the additional area within the urban boundary and sphere of influence in accordance with the provisions of the 1983 Joint Resolution on Metropolitan Planning.
- Establish policies and standards as amendments to the Woodward Park Community Plan or as a new community plan or specific plan to direct development of an appropriate range of land uses with adequate public facilities and services.
- Apply all appropriate development standards, including urban growth management policies necessary to ensure the timely provision of adequate public facilities and services consistent with 2025 General Plan policies that new development not be subsidized by existing development.
- Implement the proposed "Copper River Ranch" project (Exhibit 4) consistent with the 2025 General Plan to establish a unique mixed use village that compliments and strengthens the metropolitan area.
- Extend San Joaquin River Environs goals, objectives and polices to the river bottom area north of Copper Avenue.

C-2-n. Policy: Development of the Southeast Growth Area (Exhibit 1), bound by the Gould Canal and McCall, McKinley, Highland, Jensen, Temperance and Locan Avenues, may proceed subject to approval of a detailed community and/or specific plan (conceptually shown on Appendix G) to accommodate a population of 55,000, comprised of an urban village south of the Gould Canal with a population of approximately 10,000 people and south of Tulare Avenue an urban activity center to accommodate approximately 45,000 people.

- Obtain approval of the additional area within the urban boundary and sphere of influence in accordance with the provisions of the 1983 Joint Resolution on Metropolitan Planning.
- Establish policies and standards as amendments to the Roosevelt Community Plan or as a new community plan or specific plan to direct development of an appropriate range of land uses with adequate public facilities and services.
- Apply all appropriate development standards, including urban growth management policies necessary to ensure the timely provision of adequate public facilities and services consistent with 2025 general plan policies that new development not be subsidized by existing development.

- Implement community or specific plan directives consistent with the 2025 General Plan to establish a unique mixed use community, including village centers, that compliment and strengthen the metropolitan area.

C-2-o. Policy: Prepare appropriate specific plan (or neighborhood plan) documents as determined necessary by the council in order to encourage a comprehensive strategy for renewal and revitalization of the urban core communities including the centre city (as defined in Policy C-16-f), the Central Area Plan and the traditional downtown.

Land Use/Intensity Corridors

C-3. OBJECTIVE: Create a comprehensive strategy, including the formulation of a specific plan, to encourage the development of mid-rise/high-rise mixed-use urban corridors with functional, enduring, and desirable urban qualities including the already adopted Freeway 41 corridor (see Exhibit 6). Other freeway corridors should also be considered for high density, mixed use development.

C-3-a. Policy: Through the specific plan, establish guidelines and performance standards for the following:

- the adequate provision of a comprehensive range of urban services.
- locations for development of nodes or pedestrian pockets, using mid-rise and high-rise structures to accommodate 5,000 to 15,000 residents and employment centers.
- the protection of surrounding uses and improvements from detrimental impacts such as:
 - traffic noise and vehicle emissions.
 - visual intrusion.
 - interruption of view and air movement.
 - encroachment upon solar access.

C-3-b. Policy: Conduct a comprehensive update of the zoning ordinance to facilitate the implementation of intensity corridors. These zoning ordinance amendments should address mixed uses, expedited administrative zoning procedures, shared parking, underground and multi-story parking structures incorporated into buildings, transit facilities, open space, and aesthetic considerations.

C-3-c. Policy: Buildings in excess of 60 feet in height shall only be allowed within the boundaries of the adopted Freeway 41 Mid-Rise/High-Rise Corridor, as depicted on the Urban Form Components Map (Exhibit 6). For properties zoned and planned for industrial uses, which are outside the adopted Freeway 41 corridor, the Planning and Development Director may permit building heights in excess of 60 feet.

Land Use/Activity Centers

C-4. OBJECTIVE: Adhere to a multiple community center concept of urban design for the Fresno metropolitan area as conceptually shown on Exhibit 6.

C-4-a. Policy: Strategically locate areas appropriate for more intensive concentrations of urban uses.

C-4-b. Policy: Activity centers should include commercial areas, employment centers, schools, higher-density residential development, churches, parks, and other gathering points where residents may interact, work, and obtain goods and services in the same place.

C-4-c. Policy: Place emphasis on pedestrian activities and linkages, and provide for priority transit routes and facilities to serve the activity centers.

C-4-d. Policy: Activity centers should provide for mixed uses and shared parking facilities, including multi-story and underground parking facilities.

Land Use/Centre City

C-5. OBJECTIVE: Improve the overall image, building appearance, landscape character, and spatial relationships of physical elements in the Central Plan Area to provide a unique, high-quality urban environment.

C-5-a. Policy: Support and implement the "Vision 2010 Downtown Fresno" Action Strategy of March 2002 as supported by the mayor's Downtown Implementation Team (DIT) and the recommendations of the associated Research, Review and Recommendation Committee (3RC) delineated in the 3RC advisory report of September 21, 2001.

C-5-b. Policy: Implement the goals, objectives, policies, and implementation measures identified in the 1989 Central Area Plan including the Urban Design Plan.

C-5-c. Policy: Maintain the pre-eminence of Fresno's Central Area as the San Joaquin Valley's "Regional Capital" by locating major governmental facilities and business headquarters in this area.

C-5-d. Policy: Recognize and promote the diversity of functional districts and unique physical features within the Central Area.

C-5-e. Policy: Provide and maintain an urban image which creates a "sense of place" for Fresno's Central Area and promotes a greater concentration of buildings and people.

- C-5-f. Policy:** Design and develop focal points and gathering places for public life. Create and maintain a variety of small human scale plazas and mall areas as people-oriented spaces integrated with compatible businesses and services.
- C-5-g. Policy:** Preserve, promote, procure and strategically locate landmarks, monuments and artwork that provide orientation and represent Fresno's cultural heritage and artistic values.
- C-5-h. Policy:** Develop and promote Central Area signage as "graphic art" to provide artistic and aesthetic vistas for pedestrians and motorists.
- C-5-i. Policy:** Construct, enhance, and maintain public buildings and spaces that serve as models of exemplary urban design.
- C-5-j. Policy:** Promote a balanced system of recreation facilities and landscaped open space areas to meet the passive and active needs of Central Area employees, visitors and residents.
- C-6. OBJECTIVE:** Prevent the further decline of industrial sites within the Central Area in order to promote the economic viability of the area.
 - C-6-a. Policy:** Continue the current redevelopment and renewal activities in the Central Area (removal of substandard buildings, reduced area devoted to streets and alleys, and assembly of smaller parcels) to continue the regeneration of the area.
 - C-6-b. Policy:** Initiate action designed at phasing out scattered and/or deteriorated industrial uses which are outside areas of established industrial concentrations, when the existing tenants vacate the sites.
- C-7. OBJECTIVE:** Use incentives, planning strategies, and development standards to guide and support the provision and preservation of quality housing and safe, well-designed and maintained neighborhoods.
 - C-7-a. Policy:** Provide for safe, clean, and aesthetically pleasing neighborhoods free from excessive traffic and noise.
 - C-7-b. Policy:** Revitalize declining neighborhoods within adopted redevelopment plan areas.
 - C-7-c. Policy:** Support the newly initiated proactive code enforcement and nuisance abatement program of the Housing, Economic and Community Development Department in its efforts to improve the attractiveness of existing and older residential neighborhoods.
 - C-7-d. Policy:** Monitor the newly strengthened and expanded housing and zoning code enforcement program in its efforts to help stabilize older neighborhoods.

- C-7-e. Policy:** Develop and provide public services maintenance, and capital improvement projects for older neighborhoods as funding is available.
- C-7-f. Policy:** Establish implementation committees and design review committees for each community plan area and/or specific plan area to review and guide the development projects in respective neighborhoods.
- C-7-g. Policy:** Develop resources and incentives including allowance of greater building design flexibility in target neighborhoods in order to encourage and focus private redevelopment and rehabilitation efforts.
- C-7-h. Policy:** Continue to implement a streamlined review process for private redevelopment of older neighborhoods.
- C-7-i. Policy:** Continue to utilize incentives (such as express permit processing/fast-tracking, subsidized or deferred development fees, and improvement districts) to stimulate rehabilitation of existing structures and construction of new dwellings in established areas, to be compatible with existing and planned neighborhood characteristics.
- C-7-j. Policy:** Continue to pursue a rezoning implementation program which ensures that all vacant or single-family residential developed parcels (that are planned for low, medium-low, or medium density residential use) are also rezoned consistent with the planned use.
- C-7-k. Policy:** Encourage the recycling of older buildings to meet the city's changing housing needs.
- C-7-l. Policy:** Actively solicit the participation of community groups and organizations (such as Tree Fresno, service clubs, and philanthropic institutions) to contribute resources and expertise in a concerted effort to improve and maintain established neighborhoods.
- C-7-m. Policy:** Reinforce and enhance the vitality of the Central Trading District (C-4 zone) and Civic Center District (CC zone) as prime retail, professional/administrative office, educational, entertainment/cultural, and governmental activity districts.
- C-7-n. Policy:** Encourage and facilitate residential/office/commercial mixed developments in the Civic Center and Central Trading Zone Districts. Residential uses should be encouraged in these areas to support their commercial activities.
- C-7-o. Policy:** In partnership with other government agencies, develop and implement effective, convenient, and safe public transportation and parking programs to meet the needs of the Civic Center and Central Trading/"Arts and Entertainment" Districts.

- C-7-p. Policy:** Within target neighborhoods: (1) rehabilitate housing; (2) replace housing that cannot be rehabilitated; and (3) provide financing tools for infill development as provided by the general plan.
- C-7-q. Policy:** Support the development of market rate, high quality housing in the inner-city, to achieve a better economic mix.
- C-7-r. Policy:** Encourage lending institutions to provide a variety of financing alternatives and to adhere to the provisions of the Neighborhood Reinvestment Act.
- C-7-s. Policy:** The Housing, Economic and Community Development Department shall continue to provide programs for rehabilitation, new construction, and down payment assistance.
- C-7-t. Policy:** Continue the use of city and Community Development Block Grant (CDBG) and general fund public works money for a comprehensive local infrastructure repair and rebuilding program.
- C-7-u. Policy:** Coordinate the housing programs of the Housing, Economic and Community Development Department with similar programs of the Redevelopment Agency and the City/County Housing Authority utilizing the newly established Interagency Housing Task Force to develop an implementation plan.

Land Use/Mixed Uses

- C-8. OBJECTIVE:** Facilitate the development of mixed uses to blend residential, commercial and public land uses on one site.
- C-8-a. Policy:** Develop zoning regulations which facilitate the appropriate mixing of commercial and noncommercial uses, either within a single structure or multiple structures within a defined area.
- C-8-b. Policy:** Utilize the model ordinances contained in the "Livable Neighborhood Development" implementation guideline of October 2001 (prepared by the Growth Alternatives Alliance for "A Landscape of Choice") for guidance in preparation of zoning regulations proposing mixing of residential with nonresidential land uses.
- C-8-c. Policy:** Create an appropriate environment for the inclusion in mixed-use development of higher density single-family residential dwellings, senior housing, a small open space, and community facilities.
- C-8-d. Policy:** Ensure land use compatibility between mixed-use districts in activity centers and the surrounding residential neighborhoods.

- C-8-e. Policy:** Mixed use policies and zoning regulations should support the recycling of older buildings.
- C-8-f. Policy:** Mixed-use zoning regulations shall allow flexibility in parking requirements.
- C-8-g. Policy:** Support the planning and development of master planned/mixed use communities such as the Dominion Project.

Land Use/Residential

C-9. OBJECTIVE: Plan for the diversity and quality of residential housing, at locations necessary to provide for adequate and affordable housing opportunities. Housing patterns should support balanced urban growth, and should make efficient use of resources and public facilities.

C-9-a. Policy: Support and implement the recommendations of the Interagency Housing Task Force consisting of representatives of the city staff, Redevelopment Agency staff and City/County Housing Authority staff charged with developing an implementation plan and strategies to address citywide issues of housing quality and quantity.

C-9-b. Policy: Support and implement the city's housing element of the general plan.

C-9-c. Policy: Allow for residential density transfers when a site is developed at less than the maximum density and the density transfer will not reduce the desirability of surrounding areas for development of planned uses.

C-9-d. Policy: Support efforts to enforce lawful persons per household limits within rental dwelling units.

C-9-e. Policy: Prohibit any further parcelization for rural residential growth within the city's sphere of influence. Request Fresno County to amend its plans and zoning as necessary to prohibit further rural residential subdivisions within the city's sphere of influence, and to rezone all fringe areas "AL-20" to keep them in an agricultural holding zone.

C-9-f. Policy: Facilitate the development of new elderly housing projects that are accessible to public transportation and services.

C-9-g. Policy: Support the city ordinance relating to compatibility findings for manufactured housing in residential areas.

C-9-h. Policy: Support low density residential uses only in those areas where there are established neighborhoods with semi-rural or estate characteristics.

- C-9-i. Policy:** Medium-low density residential uses shall be designated to preserve those single-family residential neighborhoods which were established with moderately large lots, to provide a transition between low and medium density residential areas.
- C-9-j. Policy:** Medium density residential land shall be developed to maximize efficient use and affordability of residential property through a wide range of densities. New residential projects within this land use category should not be permitted to be developed at a density less than the minimum shown in Table 2 in order to better achieve the goals of the city's Housing Element.
- C-9-k. Policy:** Medium-high density residential uses shall be distributed to maximize utilization of available or planned public facilities and services and to provide housing opportunities with convenient access to employment, shopping, services, and transportation.
- C-9-l. Policy:** High density residential uses shall be designated for those areas supportive of the city's university, college, activity centers and intensity corridors.
- C-10. OBJECTIVE:** Promote the development of more compact pedestrian friendly, single-family residential projects to aid in the conservation of resources such as land, energy, and materials.
- C-10-a. Policy:** Facilitate the construction of higher density single-family residential development while maintaining a pleasant living environment. Amend the planned unit development ordinance to reduce the minimum parcel size requirement (currently set at two acres) to facilitate such development on infill or bypassed parcels.
- C-10-b. Policy:** Amend the zoning ordinance and the general plan/community plan zoning consistency matrices (Table 2) to allow medium-low density residential to achieve up to six units per acre by a conditional use permit process that ensures availability of adequate public services.
- C-10-c. Policy:** Continue to allow secondary dwelling units on single-family properties.
- C-10-d. Policy:** Encourage the development of two-story homes as a means to conserve land, maintain open space on residential lots, and provide adequate living space.
- C-11. OBJECTIVE:** The city will employ multi-family residential densities to meet housing needs in an affordable, balanced fashion.
- C-11-a. Policy:** Prefer multi-family housing in designated activity centers and along intensity corridors.

- C-11-b. Policy:** Encourage the integration of multi-story residential projects into other parts of the community in order to increase the efficiency of transportation.
- C-11-c. Policy:** Promote multi-family development and design that provides increased security and safety.
- C-11-d. Policy:** Buffer multi-family development projects from adverse environmental impacts (e.g., indoor and outdoor noise, glare) to the same extent as single-family development projects.

Land Use/Commercial

C-12. OBJECTIVE: Commercial land uses shall be classified, located, sized, and developed to meet needs for goods and services while minimizing travel requirements, infrastructure demands, and adverse impacts.

C-12-a. Policy: Ensure that all commercial land uses are developed and maintained in a manner complementary to and compatible with adjacent residential land uses, to minimize interface problems with the surrounding environment and to be compatible with public facilities and services.

C-12-b. Policy: In the comprehensive update of the zoning ordinance, reevaluate standards applicable to permitted uses, site size, parking, and locational criteria for commercial districts.

C-12-c. Policy: Plan for office commercial developments of the appropriate amount, location, size and intensity necessary to meet regional, metropolitan, community and neighborhood area needs consistent with the planned urban form and other applicable planning and zoning provisions.

- Locate office projects to provide a transition between more intensive commercial uses and sensitive residential areas.
- Facilitate office development in conjunction with, and adjacent to, institutions and employment centers.
- Avoid over concentrating office uses in any one part of Fresno when new office developments would create excessive vacancy rates in other established office areas.

C-12-d. Policy: Plan for the appropriate location, size, and distribution of neighborhood and community commercial uses to implement the planned urban form, promote the stability and identity of neighborhood and community areas, and allow efficient access without compromising the operational effectiveness of planned major streets.

- Neighborhoods should be anchored by commercial centers with a mix of uses that meet the area's need to achieve activity centers that create a sense of place.

- Community commercial centers should be located at designated activity centers.
- Retail commercial goods and services shall be provided in planned unified shopping centers, carefully designed small-scale commercial centers, and in neighborhood-oriented stores.

C-12-e. Policy: Plan for the strategic location, size, and distribution of regional commercial centers to promote the city's economic growth and allow access from the entire region via major transportation facilities.

- New regional commercial centers shall be located with immediate and adequate access to freeway and/or other major transportation facilities in order to ensure access from throughout the region.
- Regional shopping centers shall have internally-unified building design, landscaping, and signage standards.

C-12-f. Policy: Direct the development and continued operation of general heavy commercial uses to locations that are compatible with the planned urban form, surrounding land uses, enhanced community appearance, traffic movement, and the environment. Ensure adequate buffering measures for adjacent residential property to shield it from deleterious noise, glare, odors, dust, and aesthetic impacts.

C-12-g. Policy: Identify appropriate locations for commercial recreational uses to provide the community with accessible leisure and entertainment opportunities that do not conflict with adjacent sensitive uses.

C-12-h. Policy: Lodging facilities and related accommodations should be sited near major transportation facilities and uses which attract overnight visitors to Fresno.

Land Use/Industrial

C-13. OBJECTIVE: Plan and support industrial development to promote job growth while enhancing Fresno's urban environment.

C-13-a. Policy: Plan for unified, high-quality, geographically dispersed business and industrial park sites that are of sufficient size, unified in design, and diversified in activity to attract the full range of business types and supporting uses necessary to provide needed economic and employment growth.

C-13-b. Policy: Plan industrial land use clusters with respect to their common needs and concern for compatibility of uses in order to maximize the operational efficiency of similar activities.

- Provide access to a range of public transportation modes through the development of plans and incentives, ensuring that local, regional, and national connections are readily available to industrial uses.

- Develop a strategy to better utilize rail-accessible industrial sites for industries which need such capability.
- Ensure timely access to the full range of urban services for industrial development projects by coordinating proposed plans with the Capital Improvement Program and the Urban Growth Management process. The programs should encompass phased extension of water, sewer, and street improvements to facilitate the timely provision of public facilities and services to all industrial areas in an equitable manner.
- Industrial development should be supported with the necessary level of fire protection/suppression and law enforcement services. Onsite improvements may be substituted as allowed for fire protection infrastructure.

C-13-c. Policy: Promote development within the designated industrial “Developable Sites” identified in the Strategic Plan and Application for the Fresno Empowerment Zone (Round III) as awarded by the U.S. Department of Housing and Urban Development in January, 2002.

C-13-d. Policy: Plan industrial land that lies in close proximity to residential areas for the least intense categories of industrial activity.

C-13-e. Policy: Gradually phase out incompatible uses from areas planned for heavy industrial activity.

C-13-f. Policy: Industrial waste recycling operations and waste transfer stations shall be:

- required to secure approval of a conditional use permit
- limited to properties planned for heavy industrial land use and zoned M-3 (Heavy Industrial District)
- screened from view along abutting major streets and highways
- adequately distanced from residential land uses and sensitive public facilities and institutional land uses
- incorporate public nuisance mitigation measures into the design and operation of the facility
- require that the city be indemnified for all future operations of the facility

C-13-g. Policy: In the comprehensive update of the zoning ordinance, reevaluate permitted uses, site size, and parking for industrial districts. Explore the use of shared parking arrangements, underground parking facilities, and multi-story parking structures, for meeting industrial needs.

C-13-h. Policy: Ensure that an adequate amount of area is planned for light industrial uses at appropriate locations where transportation, public utilities, and other necessary resources can be provided in an economically advantageous manner necessary to attract substantial economic and employment growth.

C-13-i. Policy: Provide sufficient opportunities for heavy industrial planned uses in areas that are accessible from major transportation corridors, and where land use compatibility issues, health and safety concerns and public facility and service needs can be addressed to ensure stability of economic investments and opportunities for growth.

C-13-j. Policy: Rezoning applications proposing commercial manufacturing (C-M) zoning should be applied to property which is transitional between industrial and office/commercial developed areas and should be primarily developed with light industrial uses.

Land Use/Public Facilities and Institutions

C-14. OBJECTIVE: The city will support establishment of public facilities and institutions to meet needs for services and administration in a manner consistent with general plan policies and provision of adequate access and utility services.

C-14-a. Policy: These facilities will be sited and developed in a manner which protects the integrity of surrounding neighborhoods.

C-14-b. Policy: Major public facilities/institutions shall have adequate vehicular access (to a properly classified street) and should be easily reached by public transit.

C-14-c. Policy: Public facilities land uses shall be permitted to be developed in all zone districts pursuant to the provisions noted in Table 2. In the comprehensive update of the zoning ordinance, the classification, the development standards, and review/approval process for the range of public facilities shall be reevaluated.

C-14-d. Policy: For public facilities and institutions being located in Fresno's Sphere of Influence, when such facilities are beyond the city's land use or zoning authority, the city shall negotiate with the responsible public agency to make improvements which will timely meet city standards for public street improvements, access, parking, water supply, wastewater disposal, landscaping, and other services and amenities.

Land Use/Infill Development

C-15. OBJECTIVE: Provide infill opportunities that will revitalize the built-up urban core communities and neighborhoods of Fresno, provide residential development for diverse population, and improve the overall quality of the urban environment.

C-15-a. Policy: The city shall pursue the recommendations of the Center City Development Committee as presented in its report to the city council on April 25, 2000.

- C-15-b. Policy:** The city shall develop and maintain a program to locate vacant land suitable for residential infill so that information can be provided to developers.
- C-15-c. Policy:** The city shall identify infill priority areas with the assistance of a task force of interested parties. The task force shall advise the council about all matters pertaining to the city's infill initiative, annually evaluate progress of the city's infill initiative and report to the council, and identify and recommend any new incentives that will facilitate the infill program.
- C-15-d. Policy:** The city shall identify priority infill areas where there is opportunity for development or redevelopment of mixed uses, higher density occupant owned or rented housing served by public transit and services, including parks, neighborhood centers and shops.
- C-15-e. Policy:** The city shall create and adopt special administrative procedures, development standards, and planning/design criteria to expedite infill projects.
- C-15-f. Policy:** The city and redevelopment agency shall encourage and establish, as necessary, financing and administrative programs to strive to achieve a higher proportion of home ownership in target infill areas.
- C-16. OBJECTIVE:** Create a more efficient, economical, and livable urban form by concentrating development within the older, built-up core communities and neighborhoods where determined appropriate to implement intensity corridors and activity centers and by focusing resources in order to achieve specifically identified urban core community revitalization performance measures.
- C-16-a. Policy:** The city shall review its planning principles, development regulations, and public service, transit and infrastructure policies and programs to incorporate "Transit Oriented Development" and "Traditional Neighborhood Development" approaches.
- C-16-b. Policy:** The city, utilizing the newly formed Interagency Housing Task Force, shall encourage and facilitate residential infill development and projects that include a range of housing types, forms, and tenure for the diverse needs of neighborhood households.
- C-16-c. Policy:** The city shall review and revise city codes to eliminate constraints on design flexibility for higher density projects constructed in infill areas.
- C-16-d. Policy:** The city shall revise codes to support conversion of older residential and nonresidential structures to alternative and/or more intensive uses, including revision of standards for parking, open space, and lot coverage.

C-16-e. Policy: The city shall evaluate the potential for the construction of “mother-in-law” apartments, back-lot housing units, or multiple-family splits of existing houses followed by any necessary revisions in city policies.

C-16-f. Policy: Achieve the following significant revitalization measures within the urban core communities:

- Regional Medical Center Project Phase I
- Federal Courthouse Project
- Stadium Project
- Amtrak Station
- New State Court of Appeal Project
- 500,000 square feet of office commercial space (including government and non-profit), excluding those identified above.
- 350 new hotel rooms in addition to those existing on January 1, 2001
- 6,000 new parking spaces in addition to parking spaces existing on January 1, 2001
- Nine miles of street improvement and beautification
- Rehabilitation of 1,000 dwelling units and 1,000 new infill (housing on parcels less than five acres in size) dwelling units within the area bound by Ashlan, Chestnut, Jensen and West/Freeway 99
- Increase employment by 3,000 employees in addition to existing employment on January 1, 2001
- Five years of sustained growth represented by an average of 10 percent annual increase in permit valuation as issued by the Planning and Development Department
- Improvements to upgrade the Freeway 41 on/off ramps at Tulare, “O”, and “P” Streets

C-16-g. Policy: Promote renewal and revitalization of the urban core communities identified for Empowerment Zone designation in the Strategic Plan and Application for the Fresno Empowerment Zone (Round III) as awarded by the U.S. Department of Housing and Urban Development in January, 2002.

C-17. OBJECTIVE: Encourage and facilitate urban infill by building and upgrading community and neighborhood public infrastructure and services that will enhance public health and convenience and the overall experience and quality of city living.

C-17-a. Policy: Where appropriate and feasible, create priority infill area nodes that may include multi-purpose activity centers, indoor and outdoor recreation facilities, and day-care centers.

C-17-b. Policy: The city shall identify and pursue measures to lower auto-dependence and encourage public transit (including pursuit of fixed guideway systems such as a monorail or people mover), bicycle use, and walking consistent with other transit-oriented development concepts and principles.

- C-17-c. Policy:** Through its budget and capital improvement programs, the city shall upgrade off-site infrastructure, including streets, drainage, sidewalks and street trees, in priority infill areas and neighborhoods to support private and institutional infill projects. Public utility upgrades and fiber-optic access shall also be included as part of the public reinvestment work.

Image/Gateways and Streetscapes

- C-18. OBJECTIVE:** Enhance the visual image of all "gateway" routes entering the Fresno metropolitan area.

- C-18-a. Policy:** Through unified design requirements, encourage the development of gateways which welcome travelers to the city's activity centers.

- C-18-b. Policy:** Gateway designation shall apply to key access routes such as Freeways 99, 41, 168, and 180; passenger rail rights-of-way; Peach Avenue and Clinton Way where air travelers enter Fresno; Van Ness/Fulton, Divisadero, Tulare, Fresno, Blackstone/Abby, Shaw and Herndon Avenues should also receive a greater emphasis on streetscape improvements to identify them as special entryways.

- C-18-c. Policy:** Identify and designate any other entry routes which serve as gateways.

- C-18-d. Policy:** Prepare and adopt a master plan for Fresno area gateways, expanding the design concept of the Central Area Streetscape Master Plan.

- C-18-e. Policy:** Pursue funding to ensure systematic implementation of gateway enhancement plans and programs.

- C-18-f. Policy:** Work with Caltrans, the Council of Fresno County Governments, Tree Fresno, neighboring jurisdictions, and other organizations to obtain funding for highway beautification programs.

- C-18-g. Policy:** Support and pursue the recommendations of the Fresno County Council of Governments Highway 99 Beautification Master Plan.

- C-18-h. Policy:** Properties adjacent to both sides of a gateway should be designed to provide a sense of entry and transition, and serve as initial information points for visitors. They should be highlighted by more prominent landscaping, special lighting, orientation signs, and symbols or logos.

- C-18-i. Policy:** Placement of building footprints along gateway areas should be carefully evaluated.

- C-18-j. Policy:** Potentially unsightly land uses may be restricted, or may be subject to special design/buffering standards, to protect viewscales along gateways.

C-19. OBJECTIVE: Develop and implement streetscape plans to establish cohesive and aesthetic major and local street design patterns by using distinctive features.

C-19-a. Policy: Use a well-balanced variety and spacing of trees with standards established by the city's Parks Division to establish visual continuity for each streetscape and to achieve coherent linkages between public and private spaces.

C-19-b. Policy: Properties fronting on major streets shall be improved with landscaped setbacks and sidewalks which reflect a continuity of design, depth, and planting materials. This should include unified design of street furniture and walls.

C-19-c. Policy: Pursue, through use of both public and private funding, full landscaping of all completed median islands.

C-19-d. Policy: Where appropriate, local streets should be developed as "urban parkways" with landscaping and pedestrian spaces.

C-19-e. Policy: Working with utility companies the city will continue to pursue the undergrounding of overhead utilities as feasible.

Image/Site and Building Design

C-20. OBJECTIVE: As part of the city's project review process, major emphasis will be given to site and building design in order to preserve functionality and community aesthetics.

C-20-a. Policy: Utilize plan implementation /advisory committees, as established through adopted community plans and/or specific plans and city council actions, to review and make recommendations on proposed developments.

C-20-b. Policy: Consider implementation of the recommendations of the Architectural Review Committee as contained in the Design Review Guidelines manual of January 2002 submitted to the Planning and Development Department.

C-20-c. Policy: Consider innovative lot designs and patterns to enhance community livability in residential projects and to most efficiently utilize land for all types of projects.

C-20-d. Policy: Development projects shall be designed with appropriate layouts that provide sufficient areas for all proposed activities, for support functions, and for efficient and safe vehicular and pedestrian access.

- Appropriate space shall be provided for activities proposed (e.g., indoor area for display of merchandise, as opposed to "sidewalk"/parking lot display).

- Sufficient space and access shall be provided for support functions, (e.g., storage, loading, parking, waste disposal/recycling).
- Particular attention shall be given to location of proposed customer parking areas so as to not discourage pedestrian, bicycle and other forms of transit to the project site and so as to encourage multi-modal transit activity centers.
- Safe vehicular, bicycle, and pedestrian access shall be provided and maintained. Access for the disabled shall be incorporated into project designs as required.
- Buildings in shopping centers should be linked by pedestrian walkways.
- Business and industrial parks should be created as integrated, "campus-like" settings, with uniformity of improvements and shared facilities for parking, loading, mass transit, and with internal and external bicycle and pedestrian access.
- Structural conversions and changes of occupancy shall demonstrate compliance with building and zoning codes.

C-20-e. Policy: Development projects shall include aesthetic measures which support functionality and add to the appearance and livability of the community.

C-20-f. Policy: The project developer shall provide a set of documents and drawings that will allow assessment of the final building product. Materials, texture, and colors shall be noted on the original special permit drawings and on construction plans.

- Development projects shall appropriately interface with adjacent properties.
- High-contrast or gaudy building facades, lighting and signage which create disharmony with adjacent properties, or which draw undue attention, should be avoided.
- Locate service truck access, loading zones, and waste storage/recycling areas at the maximum practical distance from residences and other living quarters.
- Shopping centers shall have internally unified building design, landscaping, and signage.
- Building facades shall include design features and decorative treatments. Visible sides of buildings shall not develop with featureless, "blank" walls.
- Adequately screen roof-mounted mechanical equipment, and ensure that such equipment adheres to noise standards as set forth in the General Plan Noise Element and City Noise Ordinance.
- Apply and enforce the city's Sign and Outdoor Advertising Ordinances. Pursue the amortization and removal of nonconforming and illegal signs and outdoor advertising structures.
- Landscaping and parking lot shading shall be employed for environmental and aesthetic improvement, while observing safe lines-of-sight along access routes.

- Exterior lighting shall not create glare for neighboring properties, but shall provide adequate on-site lighting for safety and security purposes.

C-20-g. Policy: Standards and guidelines shall ensure that metal buildings function as an acceptable and economical form of structures in specially defined areas, including areas adjacent to existing residential neighborhoods, along gateways, and areas adjacent to listed historic structures.

- New buildings with metal walls or metal roofs shall have appropriate finishes.
- Improve metal building appearance by use of steeper roof slopes and fascias, defined entryways, contrasting colors, concealed fasteners, parapet walls, and other treatments.
- Screen all unsightly mechanical equipment with parapet walls, mechanical wells, or other means. Roof vent color should match that of the roof. The distinctive pattern of ribs and joints in standing seam and other metal roofing materials should coordinate dimensionally with similar elements in exterior walls.
- The shape and slope of roof forms can enhance character and scale and should blend with surrounding buildings.
- Roof and wall colors, when appropriate, should also be coordinated with those on surrounding facades.

C-21. OBJECTIVE: Incorporate the following design considerations and practices for single-family clustered projects, multi-family, and residential/institutional projects.

C-21-a. Policy: An architectural theme shall be established for each development, including visually enhanced architectural features and building materials (which shall be applied throughout the development, particularly where visible to street frontages and adjacent properties).

C-21-b. Policy: In order to promote attractive external appearances and appealing living environments, design measures should be utilized to avoid large scale massive and repetitive "institutional" visual appearances, and to provide a more varied, small scale appearance suggestive of single-family residential development.

C-21-c. Policy: The design measures should include variations of the building footprints with indentations, projections and offsets; variations in the exterior walls using a variety of materials and features such as balconies, bay windows, verandas and entryways and varied roof forms with slopes, ridges and valleys suggestive of single-family residential structures.

C-21-d. Policy: Utilize the cluster planned development criteria and standards where applicable (FMC Section 12-306-N-21).

C-21-e. Policy: Design pedestrian and vehicular entrances, walkways, parking areas, open spaces, common facilities, structures and fencing to inhibit uncontrolled access by nonresidents and facilitate surveillance by residents, property managers and law enforcement or security personnel. Vehicular access gates may be used when they can be safely installed.

C-21-f. Policy: Fences and walls along street frontages shall be designed to be architecturally compatible, aesthetically pleasing, and durable with easy pedestrian access to nearby commercial uses.

C-21-g. Policy: Ensure adequate covered parking and overall supply of parking to reflect the actual parking demand of these residential projects and permit an evaluation of a variety of measures such as fully-enclosed garages, multi-story parking structures, underground parking and shared facilities. In the comprehensive update of the zoning ordinance, the standards for the parking requirements for residential projects shall be reevaluated.

Image/Community Maintenance and Beautification

C-22. OBJECTIVE: The city will focus efforts on maintaining and improving area health, safety, quality of life, image, and attractiveness through programs which prevent and abate blighting influences.

C-22-a. Policy: The city will implement its newly expanded and proactive Code Enforcement Division activity to remove more public nuisances in a timely manner, through the following:

- maintain efficiency in resolving complaints, and institute proactive code enforcement programs which can abate violations before they engender complaints.
- utilize the Exterior Building Maintenance Ordinance to implement required renovation or removal of unsafe, unsightly structural conditions.
- continue to expedite seasonal weed abatement.
- establish a coordination program among the Code Enforcement Division, City Business Licensing, and the Planning and Development Department to ensure that businesses obtain required entitlements and remain in conformance with established land use conditions and city ordinances (including signage regulations).
- seek grant funding to improve Fresno's tire abatement program.
- work with the Police Department to increase prosecution of illegal dumping.
- improve cost recovery practices so that violators reimburse the city for code enforcement activity.

C-22-b. Policy: Maintain and enhance, as feasible, Community Sanitation's efforts toward litter clean-up and abatement of trash stockpiles on public and private streets.

C-22-c. Policy: Pursue funding for, and support of, building facade improvement programs to refurbish older commercial districts.

C-22-d. Policy: Continue and expand the city's effective Graffiti Abatement Program.

- Maintain city restrictions on spray paint sales to minors, and continue to work with Fresno County in an effort to get a parallel county ordinance.
- Direct resources to support an appropriate number of graffiti abatement vehicles to allow this vandalism to be obliterated within 24 to 48 hours.

D. ECONOMIC DEVELOPMENT ELEMENT

Challenges

The purpose of the Economic Development Element is to present an economic vision for the city and to establish the objectives and policy framework within which this vision can be achieved, including specific implementation actions. The goal of economic development is to create an environment that will enable businesses to operate competitively and successfully, thereby providing the means for all citizens of the community to continually increase their standard of living. Successful business development requires the building and maintenance of several key economic foundations, including availability of a skilled labor force, access to capital, adaptable technology and research, a modern infrastructure, competitive tax and regulatory policies, and an attractive quality of life.

Because the creation of such an environment is beyond the sole control of the city, it is essential that the city make a concerted effort to form partnerships with the business community. Economic development is primarily a function of private-sector transactions in a free-market system. Fresno businesses will be the primary sources of information on the competitive position of their businesses and how that competitive position might be improved. This will require a more extensive and intensive partnership between the public and private sectors than is usually achieved.

Government has a lead role in ensuring that critical economic foundations are in place. Government can also focus its business expansion and attraction efforts on firms that show the most promise for contributing to the employment and income base. This will require a significant degree of collaboration between public- and private-sector institutions in identifying deficiencies in critical economic foundations, reaching consensus on their mitigation, and collaborating to secure the necessary financing for improvements. A general platform of requirements is:

- Workers must be educated and trained to exercise judgment and apply critical problem-solving skills to continually changing market demands.